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20 February 1967

MEMORANDUM FOR: Mr. Proctor

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Attached is the proposed memorandum to Colonel White on the "100 Universities Program" that [] mentioned to you. I sent a copy of this to Jim Murphy on 13 February. He stated this morning that he has no suggestions regarding the wording or content of the memorandum but was puzzled as to whether the 7th floor is as ready to march ahead with this project as we might have been 8 February when our meeting took place. I haven't discussed specifics yet with Mr. Bannerman but am under the impression that he would like our proposal to go forward with the understanding that schools to be visited will be chosen after the returns are in from DCS [] and our Recruitment Division. Queries to both the latter have gone out and the returns should be back by the end of this week.

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MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : 100 Universities Program

1. This memorandum contains in paragraph 8 a recommendation for your approval.
2. Last August, because of the pressure of other recruiting schedules, it was agreed that the "100 Universities Program" for this academic year would be conducted in the spring rather than the usual period in the fall.
3. On 8 February 1967 the Director of Personnel and I met with the DD/P and representatives of DD/I and DD/S&T to consider a number of factors involved in conducting the Program this year. From our discussions it was evident that our recruiters are still under considerable pressure and a full schedule of campus visits this spring would present a very difficult task for them. At the same time, we recognized the overall value of the Program to the Agency and don't want to lose the momentum built up during the past three years of very successful operations. Additionally, a number of university contacts have told us that the spring season is much preferable to fall for this Program, so any further delay this year would probably mean a postponement until 1968. With those points in mind, we concluded that we should go ahead with the Program this spring but on a limited basis, and the Domestic Contact Service should play the major role in setting up the dinner meetings with the schools to be visited.
4. We also discussed some of the problems that Government recruiters have been experiencing on various campuses as a result of student demonstrations and other disturbances. In the past year our own recruiters have been picketed at 16 schools, for example, and attempts have been made to embarrass several faculty members identified with our activities. The possibility that such conditions may affect some of our "100 Universities" dinners this spring must be considered, of course, but we cannot allow this possibility to disrupt our plans. Our presence on the nation's campuses must be maintained despite occasional adversity, and we cannot afford to shrink when it occurs. At the same time, we should exercise reasonable judgment in the selection of schools to be visited and specific arrangements. Thus far in the three years the Program has been running, we have visited 229 schools, 24 of them twice. We think the schools chosen this year should, to the extent feasible, be new to the Program and additionally should offer the prospect of our being well received. We thought it wise also to suggest to our guests that the dinners not be publicized and, if advisable, that they be held off-campus.

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5. We were quite firm in the view, however, that even though new schools are to be visited this year, our presentations must be pitched at a more sophisticated audience than heretofore because CIA no longer enjoys the relative anonymity on university campuses that we may have had when the "100 Universities Program" first began. Our audiences are far better informed about us and can be expected to look for greater depth and frankness in our discussions of Agency activities. They should get it, we think. Therefore, we propose that a working group representing the four Directorates and the Assistant to the Director be formed to develop suitable outlines for this year's presentations, tailored insofar as possible to the specific audiences that will hear them.

6. Finally, we agreed that more than usual care should be shown in choosing the senior officers who participate in the "100 Universities Program" this year.

7. In summary, we concluded that:

25X1 a. The "100 Universities Program" should be conducted this spring at a limited number of institutions to be selected after consultation with the [] Personnel Recruiters.

b. Schools chosen this year should offer the prospect of meetings free from student or other disturbances and should preferably be institutions which have not been included in the Program before.

25X1 c. Appropriate [] [] in coordination with members of the Recruitment Division and officials of the universities involved, should arrange the individual meetings to be held including the time and place for each dinner and the make-up of the guest list.

d. The proposed list of speakers for the Program should be developed by the Director of Personnel in consultation with the Deputy Directors and submitted to the Executive Director-Comptroller for review before final selections are made.

e. Presentations should be pitched at a sophisticated level and should be as candid and forthcoming as security considerations permit. Outlines and supporting materials for the presentations should be developed by a working group representing each of the Directorates and the Assistant to the Director, and to the extent feasible should be tailored for the specific audiences involved.

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8. Recommend you approve our conducting the "100 Universities Program" this spring along the lines indicated in paragraph 7 above.

R. L. Bannerman
Deputy Director
for Support

The recommendation contained in paragraph 8 is approved.

Executive Director-Comptroller

Date

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3	[] 7D-02 Hqs.		
4			
5			
6			
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APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE

Remarks: 1 to 3: Bill,

My general reaction to the proposal to go ahead with this program on any scale at present is negative. I propose that we hold this memo until we have heard from DCS and the recruiters. If their reports are not overwhelmingly favorable, I strongly recommend that we shelve the program for at least six months. All this business about not wanting "to lose the momentum," "Our presence on the nation's campuses must be maintained," and "we cannot afford to shrink" just leaves me cold with respect to this program. Let's conduct whatever regular business we have with the universities, but let's not go out looking for trouble at this time. []

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Assistant Executive Officer to the DD/S 7D-02 Hqs. []	STAT

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Remarks:

Attached is a proposed memorandum to the Executive Director-Comptroller on the "100 Universities Program." It proposes a program this spring along the lines discussed at our meeting 8 February. I'd appreciate any suggestions you have on the draft before it goes forward.

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